

An Empirical Research Framework on Digital Marketing Consultancy: The Case of Marcheluzzo Srl

Research Field: Marketing

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Abstract: Drawing from the integrated areas of internal consultancy in marketing, advertising budget, and digital marketing, this empirical research aims to examine the company Marcheluzzo's off-line advertising budget focused on the Brazilian market to combine on-line advertising investments in a new expense budget plan for 2021. A comprehensive analysis of the literature review demonstrates the importance of digital marketing strategies in a B2B - (business-to-business) context within the Brazilian market, covering both their benefits and challenges. The literature review filled and discussed the gaps found, also was analyzed the past and actual literature within the specific themes in this research. The data used in this research was gathered by a semi-structured one-to-one interview conducted in person with the Marcheluzzo's marketing and commercial manager. In addition, through the field observation and documents collected in the company were possible to gather more information and have insights about a variety of subjects mainly related to advertisement budget. It was possible to successfully answer the two main research questions being discussed using the data collected. It was found that Marcheluzzo has been interested in making investments in digital marketing, as well as, there is room for this investment in a new advertisement budget focused on the Brazilian market, combining online and offline marketing strategies.

Keywords: Advertising Budget, Business-to-Business, Digital Marketing, Marketing Consultancy.

1. Introduction

Nowadays, we are living in a metamorphosis's world, full of changes and transformations, in which sometimes it has been challenging to follow up on all of the rapid alterations, mainly related to the digital age and its aspects such as, new technologies, top-notch automation, internet of things, artificial intelligence, machine learning, big data, etc. Companies, industries, and brands should follow all of the new digital trends in order to keep up competitiveness and remain in the market. It could be a challenge for most of them but be placed behind is not the right decision.

As in all fields of business, industries are also facing transformations, which concerns an entire digitalization and robotic automation of manufacturing processes. Some new technologies are illustrating this scenario of a new digital industrial revolution, so-called Industry 4.0, usually refers to “smart factories” – whereby systems monitor processes and make decentralized decisions, such as the smart manufacturing technologies (autonomous robots, additive manufacturing, laser cutting), cyber-physical systems, big data and cloud computing, Internet of Things (IoT), artificial intelligence, machine learning, voice recognition, augmented reality (Barbsy, 2018) (Almada-Lobo, 2016) (Bettiol, Capestro and di Maria, 2017). The flexibility of production processes and better attention to the customers are required topics to meet the rising complexity of markets (Bettiol, Capestro, and di Maria, 2017).

Even though the industries are focusing on digitalization and innovation, one significant factor that manufacturing firms have left aside is the impact of digital marketing or/and creating a digital strategy that helps take their business to the next level of advantage in the new industrial market; hypothetically some firms are investing intensely in robotic automation and digitalization of the production sector, nonetheless forgetting the digital strategies that could be applied in business, for example, forming a digital marketing strategy in which it is critical for engineering and manufacturing firms in order to have a competitive advantage in the market, reduce costs in marketing and reach a wide range of people (Barbsy, 2018). The digitization of the business aspect, as well as how digital marketing activity is planned and implemented, should be considered in great depth for the industry sector (Barbsy, 2018).

Throughout this empirical research, is evident how the catalyst of this study left the digital marketing field aside of its business strategy. Therefore, drawing from the integrated areas of internal consultancy in marketing, advertising budget, and digital marketing, this empirical research aims to examine the company Marcheluzzo's off-line advertising budget focused on the Brazilian market to combine on-line advertising investments in a new expense budget plan for 2021. According to the company's commercial manager, the effectiveness of the off-line advertisement strategies over the past few years in the Brazilian market has been ineffective

due to the method not generating new leads; consequently, it is not increasing sales. In addition, this research discusses the importance of digital marketing strategies in the context of the B2B industry (business-to-business) based on secondary data and the author's analysis.

A mixed-method, qualitative research plan was applied, using the following structure: 1) Secondary data collection stated in the literature review for knowledge synthesis; 2) Semi-structured interview with the company's commercial manager in order to understand the gaps and problems 3) Direct field observation and access to the organization's data and documents; 4) Finally, data analysis, findings discussion and conclusion.

This project is based on the author's experience as a marketing intern for the Marcheluzzo Company, and for this reason, it might be argued in this research the topic of internal consultancy in marketing as an empirical research approach, in which I analyzed the company's marketing activity and noticed the gap and problem stated along over this study.

2. Literature Review

The start point of the literature review covers the theme of internal consultancy in marketing because this empirical research is structured based on a marketing consultancy project for the Marcheluzzo company.

According to the Consultancy.uk - online platform for UK's advisory and consulting industry (2020), the internal consultant is a professional that is hired to solve an organizational problem, give recommendations or implement the solutions in order to improve the performance of an organization, as well as, the internal consultant must be on the payroll or limit themselves to full-time advisory within one organization. Therefore, the researcher in this project represents exactly that concept as he was hired to contribute to the company as a catalyst to solve a specific problem related to the marketing department in order to improve its performance according to the specific objectives in this study.

Additionally, Lake (2019) states that a marketing consultant is an advisor who works to create and implement marketing strategies within companies. A marketing consultant has the task of creating a detailed marketing plan, determine a business's marketing message, and identify the appropriate marketing mix to get the message out to the target market (Lake, 2019). The marketing consultant can specialize in his consultancy in a variety of areas such as online marketing, social media marketing, non-profit marketing, copywriting, print or TV advertising, public relations, and direct response marketing (Lake, 2019). Also, it is important to say that companies require marketing consultancy when they need to outsource marketing efforts and create solutions to enhance marketing activities' performance.

There are numerous benefits to the organization for developing or contracting internal consulting for a company, and it can be specified in one department or various, for example, a

marketing department consultancy (Phillips et al., 2015). Internal consultants perform a crucial role in identifying, prioritizing, and aligning strategic initiatives within the company in order to impact an overall organization's performance (Phillips et al., 2015). However, there are many types of intervention practices, such as strategic, process, and operational, and change management, all of them with the same purpose, enhance the company's performance (Phillips et al., 2015). In this research, the consultancy model utilized is the "strategic/business planning," according to Phillips et al. (2015) this technique involves working with leadership in various or specific areas/departments of the organization to help develop and/or implement their strategic plans and major initiatives. This often includes utilizing methodologies, for this project was utilized the following: business model reframing or analysis, strength, weakness, opportunity, and threat (SWOT) analysis, and brainstorming (including critical thinking and creativity thoughts) (Phillips et al., 2015). Additionally, is necessary to have a clear strategy stating the definitions and goals. All procedures involve developing a clear focus and its demand that the consultant makes choices and decide between different options. In order to define a clear strategy and objectives, seven steps are recommended by the 180 Degree Consulting Agency (2020): Step 1) Define a Problem, Step 2) Structure the Problem, Step 3) Prioritize Issues, Step 4) Analysis Plan and Work Plan, Step 5) Conduct Analysis, Step 6) Synthesize Findings, Step 7) Develop Recommendations.

Furthermore, the marketing internal consultancy role in this project has the same duties listed by Thomas (2003), as follows:

1. Advice: Counsel, opinions (Giving advice)
2. Service: Activities completed for a specific department (Offering some kind of service)
3. Information: Providing facts, data, reports (Providing information)
4. New knowledge: Added value – further analysis, research (Adding something new to the organization)
5. Strategic input: Dealing with the future (adding something strategic to the organization)

Finally, as all strategic planning types, there are no right or wrong answers to the objectives of a consultancy project, thus not either in this research (Thomas, 2003). The main point is to obtain maximum benefit by making a clear decision about our objectives, roles, and operating style, consequently contributing to the company's performance in a short or long-term period (Thomas, 2003).

2.1 Advertising Budget

Advertising Budget is a central theme in this project as the researcher analyzed the Marcheluzzo's offline advertising budget to combine new investments on online advertising in the next upcoming year budget. In addition, it is essential to understand the meaning of advertising in this research. Therefore, according to Philip Kotler (2000), "advertising is any

paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor.” Thus, advertising intends to transmit the message to communicate with the audience and influence the purchasing behavior of a specific target audience. Advertising is essential for companies in order to improve brand awareness, increase sales, aware clients about products and their specifications, and stimulate the repeat purchase of products and services (Kotler 2000).

To increment that definition is known that there are two ways of advertising, considered offline or traditional and online or digital advertising. According to A.H. Sagar (2019), “offline adv takes place in the physical world while online advertising is turning into the internet.” The company in this project has used only offline advertising; thus, one of the proposals in this study is to change this framework by integrating to the company’s advertising budget an online advertising strategy.

Marcheluzzo has applied the offline advertising campaigns related to the distribution of flyers, brochures, portfolios, and business cards in trade shows events and visits to potential clients within the Brazilian market. Moreover, its advertising budget relies only on those elements that have been used by the company for many years.

Advertising budget can be considered a subgroup of a promotion budget, which is a subgroup of the marketing budget in a company. Advertising budget can be defined as, Rudani, (2009), “the estimate of the fund to be spent for advertising activities for the specific period” or “ is a detailed plan that determines the ideal amount the company should spend for advertising efforts for the specified time.” The costs related to advertising budget involves advertising production costs, media costs, administrative costs, and research and development costs (Rudani, 2009). Furthermore, Encyclopaedia Online Inc (2020) says that advertising is a part of the sales and marketing effort. Money spent on advertising can also be seen as an investment in building up the business.

There are a few methods of advertising budget; in order to decide which one is the best for the company, the manager should take into account some topics, such as, the objectives of the company, management philosophy, stage of the product life cycle, market share, consumer base, degree of competition, frequency of the adv, type of media to be used, product power of substitution, the financial condition of the company and past experiences with budget and sales revenues (Rudani, 2009).

Therefore, the organization in this project, Marcheluzzo, has been using the method of Percentage of Sales. This method is very efficient for small and medium enterprises. In addition, regarding its budget related to the Brazilian market, the company is allocating about 1.45% of its sales revenues from Brazil’s trades towards offline advertising investments in Brazil, such as trade shows and visits to potential companies clients on-site, then also includes brochures, flyers, swag kits, give away items and printed portfolios.

2.2 Digital Marketing

To understand the meaning and the importance of digital marketing, it is essential to start with the basic terms and how it can be understood and described. Digital marketing can be simply defined by Chaffey and Ellis-Chadwick (2016) as: “Achieving marketing objectives through applying digital technologies and media.” The internet and digital technologies, in general, altered the relationships between marketers and consumers forever and did so on a global scale (Ryan, 2014).

Ryan (2014) argues that digital marketing is not only about technology, but it is all about people. In that sense, it is similar to the traditional marketing: “it is about people (marketers) connecting with other people (consumers) to build relationships and ultimately drive sales” (Ryan, 2014).

As well as, Philip Kotler in his Marketing 4.0 book (2017) states that “the most important role of digital marketing is to drive action and advocacy since digital marketing is more accountable than traditional marketing, its focus is to drive results where traditional marketing’s focus is on initiating customer interaction.” Hence, the combination of both parallels creates a new direction for customer relationships and experiences.

Thus, Digital marketing is not about understanding the underlying technology, but rather about understanding individuals, how they are using that technology in order to achieve something or supply their needs, and how marketers can leverage that to connect with them effectively (Ryan, 2014). Therefore, more than only understand the technology and internet tools, understand people is the real key to unlocking the potential of digital marketing (Ryan, 2014).

The development of the Internet, the World Wide Web, and other digital technologies have transformed marketing (Ryan, 2014). For consumers, they give a much wider choice of products, services, and prices from different suppliers and a more convenient way to select and purchase goods (Ryan, 2014).

it has barely been twelve years since the first online purchase was made on a mobile phone, and it has been barely four years since ads launched on Snapchat and Spotify (Davis, 2020). The replacement of social media channels can be easily seen; the interest of each channel by its user can be lost as fast as arising new channels, tools, and technologies. According to Davis (2020) developments in artificial intelligence and machine learning will shape the future of digital marketing in ways we cannot imagine, and probably as fast as we cannot imagine – only like we could not believe that mobile would come to exceed PC internet usage less than 20 years after internet reached phones in 1996 (Davis, 2020).

Besides, the world is facing a digital transformation; consequently, many developments in digital marketing has been done as well. The company in this project is far behind to be

innovative in a business and digital marketing sphere, even though it is modern and updated related to automation and machinery, therefore its cutting-edge products. In order to gain space in the market using digital marketing, it is essential to say that management processes related to the administration of digital marketing include planning how digital marketing can be outperformed in order to contribute to the company and integrating with other marketing or business activities (Davis, 2020). The adoption of digital marketing also indicates a significant program of changes that need to be managed (Davis, 2020). New goals need to be set, new communications strategies developed, and staff developed through unique responsibilities and skills (Davis, 2020). Therefore, to understand, analyze, and adopt digital marketing strategies within a company is extremely important to deeply understand what it is and how to plan and deploy it.

2.3 Digital Marketing Strategy

As Ryan (2014) stated, companies need a digital marketing strategy because, without one, they will miss opportunities and lose business.

Even though there is a specific definition on digital marketing strategy, it should be contrasted with the definition of “strategy” that Michael Porter in his Harvard Business Review article (1996) answered the question, “what is strategy?” then he wrote: “competitive strategy is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of value.”. Therefore, this definition is higher correlated to the one stated by Liferay Inc. (2020) “digital strategy is the application of digital technologies to business models to form new differentiating business capabilities.” Also, it affirms that in the future, all business strategy will be a digital strategy.” Yet, Accenture (2020) says that “digital strategy needs to become the essence of business strategy.”

Then, digital marketing strategy is defined by the Equinet Academy (2020) as a master plan or a blueprint to achieve a long-term or macro goal including a set of marketing objectives based on the analysis of the market and target audiences, selecting digital marketing channels and platforms, determining specific channels in order to delivery tactics, and defining macro marketing KPI's to measure the performance of the digital marketing strategy (Equinet Academy 2020). Therefore, it is all based on digital channels, such as organic search, paid search, digital advertising channels, email, affiliates, social media channels, and online public relations. Chaffey and Ellis-Chadwick (2016) describe it as “digital marketing strategy is essentially a channel marketing strategy, and it needs to be integrated with other channels as part of multichannel marketing.”

Ryan (2014) argues that in order to know whether the company needs to invest in digital marketing strategy, it must answer two simple questions: “Is my audience online/is it going to be online?” and “Are my products/services/brands suited to digital marketing?”. Thus,

contrasting those questions with the Marcheluzzo's business environment, we can firmly say, its audience within the Brazilian market is already online and have been going online day-by-day. In addition, answering the second question is also yes, because it is possible to promote its products and brand online. Those answers can be proved from the company's situational analysis cited in the following pages in this research.

To begin with, a strategy, according to Chaffey (2019), is necessary to elaborate on the specific objectives, linking them to the strategy itself. In order to do it, Chaffey recommends applying the technique of SMART Objectives. This is used to evaluate the suitability of objectives set to drive various strategies or the improvement of the full range of business processes (Chaffey, 2019).

On the other hand, Ryan says that after deciding the objectives and understand what we have to do, the next step is to define the strategy (Ryan, 2014). Although, Ryan highlights there is not a magic recipe to ensure your digital marketing success, and neither does anybody else (Ryan, 2014). Essentially, each type of business needs its own unique strategy based on its own set of circumstances, based on products, markets, needs, and solutions (Ryan, 2014).

Even though there is not a magic recipe, it is possible to plan, organize and analyze all those objectives, definitions and analysis in a clear plan in order to have accurate outcomes, Chaffey (2019) in his Smart Insight Blog recommends to apply the "PR Smith's SOSTAC® Planning model," is a widely used tool for marketing and business planning, originally created in the 1990s by the writer and speaker PR Smith (Chaffey, 2019). Professor Philip Kotler describes it as "SOSTAC® is a system for going through the steps and building a marketing plan" (Smith, 2020). The SOSTAC® process covers six key areas: Situation Analysis, Objectives; Strategy; Tactics; Action, and Control (Chaffey, 2019). Please see figure 5 below with more details about each area covered.

Having an in-depth Situation Analysis is the foundation for a great plan (Smith, 2020). Although, Chaffey says that it should be divided like, Situation (20%) Objectives (5%) Strategy (45%) and Tactics (30%) = 100% (Chaffey, 2019). Chaffey suggests some tips in order to efficiently use the plan, such as, use it to review your planning process and how you manage your marketing, get the balance right across SOSTAC®, summarise your situation in a SWOT analysis, make your goals SMART and link them to your analytics/control process and summarise the entire SOSTAC® plan within a table which combines strategies, situation, objectives, and tactics (Chaffey, 2019).

2.4 Digital Marketing in Brazil – The Importance and Challenges

Companies must ensure that they are ahead of their competition in order to keep their business alive and competitive. Thus, companies cannot depend only on outdated marketing methods anymore. Business, in general, must look beyond and analyze how companies can

leverage digital marketing tools to grow their reach. Digital marketing can reach an uncalculatable number of users within the digital world (Sherman, 2019).

The challenge for marketers is to assess which innovations are most relevant to their organization and to seek to gain advantage through introducing them to a company such that the digital marketing techniques integrate effectively with traditional marketing communications. Thus, the point is not leaving apart the offline marketing, either online marketing. Sherman (2019) states that the main figures on investing in digital marketing are related to the higher level of customer engagement, ease of measuring results, bigger audience range, it is less expensive and more effective than the traditional marketing.

Brazil is the country in Latin America with the highest investment in digital marketing, according to Rocha (2019) 24.4% of the total media investments in Latin America is allocated to Brazil, against 43.5% of the global average, and Brazil has two-thirds of the entire population (more than 120 million) connected to the internet. Also, 80% of companies in Brazil are still in the early stages of digital marketing, where 23% are beginners' investors in digital marketing and 57%, emerging investors (Rocha, 2019) (Martins, Tripoli, and Galvão 2019).

Social networks are strongly present in the company's strategy in Brazil, according to Volpato (2019) based in a McKinsey research, 91.1% of respondents (companies) have profiles and pages in the main social media channels (Martins, Tripoli, and Galvão 2019). It is a larger number, compared to the ones who own websites 85.7%, as well as, 47,6% use SEO as a strategic tool and 31% of the companies in the research are using lead scoring (Martins, Tripoli, and Galvão 2019).

According to McKinsay (2019), the Brazilian digital marketing market is one of the most important in the world, and it is a critical vector for the growth of companies. However, there is still a great disparity between the opportunity that digital marketing represents and the level of maturity in this discipline within companies in the country (Martins, Tripoli, and Galvão 2019). Additionally, is important to highlight that Brazil is one of the countries in the world with the greatest expressiveness in terms of the number of users in platforms such as Facebook, Instagram, and Youtube, and the average time spent per day on the internet in Brazil reaches nine hours per day, thus 50% higher than in the United States, where the average is six hours a day (Martins, Tripoli, and Galvão 2019).

On the other hand, Rock Content (2019), through its research in Brazil, says that 96.2% of participants in the research are using social media channels, and 62.6% consider social media as a key player in their digital marketing strategy. Likewise, 92.1% of internet users who answered the survey use Facebook, 92.5% Instagram, 72.3% YouTube, and 67.2% LinkedIn (Rock Content, 2019).

Another important figure is a research by the consultancy group Bain & Company (2019),

which says that 20% (8 billion reais – R\$) of the investment in advertising by Brazilian companies was directed to online channels. Thus, companies are still entering the digital marketing field in Brazil, although it has been increasing throughout the years (Interativo Negocios, 2019).

Therefore, investing in Digital Marketing in Brazil is an important role for companies. Businesses, in general, can leverage the visibility and awareness of their brand, products, and services to a very large audience, or it can reach exactly their target audience using digital tools, which is almost impossible in offline advertising. Also, costs are a very important aspect. For example, with a few Reais (R\$), it is possible to boost a post on Facebook to reach tens of thousands of people (Interativo Negocios, 2019).

Finally, digital marketing makes communication easier and flexible, and companies can have an immediate response from the public's reaction related to their advertisement, as well as digital strategies. It is possible to measure and evaluate each activity within online media and, thus, know exactly which one brings the most return to their business (Interativo Negocios, 2019). Those figures above, are very important for this research in order to demonstrate to Marcheluzzo, the importance of investing in digital marketing in Brazil.

3. The Research Context

3.1 The Company

The Company Marcheluzzo (Registered as M&C Tech) based in Isola Vicentina, Veneto, Italy, was founded in 1972, nowadays the organization is operated by the manager Valter Lain and the director Giancarlo Marcheluzzo. Marcheluzzo is a small family-owned enterprise that has always designed and built all types of automation to supply the specific niche of heavy clay industry and ceramic industry. The business has been growing up during the last years within the ceramic industry market, leveraging the company to an international prospect. Currently, Marcheluzzo has clients in South America, North America, Central America, Europe, Africa, and Asia.

Marcheluzzo has an industrial scale production that includes a production program of tunnel dryers and construction of cast shop environmental system, thermal plant, energy recovering, and other goods developed an individualized request to supply the needs of each client. In addition, the company designs and deploys the entire preparation line machinery for heavy clay industries such as ceramic of tiles and bricks. Lately, the organization is developing and producing cutting edge automation, focusing on robotics, machine learning, and digitalization.

According to the online journal Zi – Brick and Tile Industry International (2015) since 2012, Marcheluzzo has been working intensively on an investment project in Brazil and has set up a locally based company in Brazil, Bonfanti-Marcheluzzo, it is an association between both

companies in order to break into the market with equipment made in Brazil using Italian cutting edge technology. This strategy has allowed Marcheluzzo to diversify the company's standard market and expand its market share in Brazil. The results have shown that it was an assertive decision because, after three years of intensive work, the business division reports contracts worth around € 7 million annually, the production line is based in Leme city in São Paulo state (Zi – Brick, and Tile Industry International, 2015).

Today, Marcheluzzo is a reliable organization with a great experience in the market (Heavy Clay Plants and Ceramic Plant) and a comprehensive program of production, from the design & development to the construction & delivery of entire plants to supply the ceramic industry niche. Furthermore, the company has an extensive list of clients in Brazil, a fact that explains the geographical focus in this research linked with the marketing gaps found there.

The company invests its entire marketing communication budget in the off-line advertisement, such as brochures, trade fairs, corporate gifts, with presentations of the brand, production process, quality, and partners, which it promotes at various international festivals in the sector. The company has attended many trade fairs every year located in different countries, such as ANICER - Encontro Nacional da Indústria Cerâmica and ANFAMEC Expo - Feira de Negócios para Indústria Cerâmica Vermelha (Both of them are trade shows in Brazil). Thus, this is the main strategy for the company in order to increase leads and sales worldwide.

The company's marketing department is exclusively managed by the commercial and marketing manager, who does not have any training or educational background in this specific field, although he has many years of experience and practical knowledge related to commercial business negotiations, and sales.

Although Marcheluzzo sales results` have been reasonably good in Brazil, its actual communication strategy has been weak or non-existent over the years. Offline communication is restricted to only merchandising used in specialty trade shows, even though the company has its website (out of service), it does not have any specialized collaborator to manage or make updates, controlling leads or managing all the data generated from the website page, making this digital tool practically useless.

3.2 The Market

The current climate of Brazil's economy underscores the aims set out to be analyzed in this project. According to the World Bank data from 2020, Brazil is the world's ninth-largest economy in the world with a Gross Domestic Product (GDP) of US\$ 1,868.63 billion. Brazil has natural resources (e.g., iron ore) and high levels of agricultural production (e.g., soya, coffee, and sugar), all of which are important to the world economy (Walker, 2014). GDP is growing 1.1% annually, driven by a recovery in domestic consumption and investments. The

World Bank estimates a raise of Brazil's GDP of 2% for 2020 and 2.5% for 2021 (G1, 2020). In addition, in 2018, Brazil recorded a population of approximately 209,5 million inhabitants (World Bank, 2020).

Despite these positive figures, Brazil has suffered from a lack of qualified workers, mainly in specialized areas such as engineering and science (IPEA 2012). The OECD suggests that more should be done in Brazil to provide training both through the education system and by employers themselves to improve the supply of skills required in the labor market (OECD 2015). It is, therefore, essential for those seeking employment to obtain competitive qualifications, which reflect the changes in the Brazilian labor market (Castro, 2018). Considering the recent technological advancements encouraged by the globalization process, Brazil needs qualified employees in its labor market to meet the demands that globalization imposes on the world (Castro, 2018).

Despite the significant impact of the recent economic crisis on Brazil's economy, the country continues to attract substantial foreign direct investments - FDI. FDI in Brazil increased to \$88.324 million in 2018, highlighting, the stakes in metallurgy in which rose 45%. Thus, Marcheluzzo should look at this figure with great importance. Even though the country was hit by an economic crisis, Brazil remains a powerful consumer market and, in fact, is trending upward in certain areas, such as e-commerce and mobile technology. Furthermore, along with developments in technology, internationalization is one of the predominant trends in present-day society, impacting citizens worldwide and therefore affecting employees, employers, and companies in general (Vestager 2000).

Looking in-depth to Marcheluzzo's main market in Brazil, the heavy clay industry has huge importance to the country's development, consequently to the construction field. According to the Brazilian Geography and Statistics Institute (Instituto Brasileiro de Geografia e Estatística – IBGE, 2017), heavy clay and ceramic goods are used for more than 90% of brick and masonry work and roofing in the nation. The segment represents 4.8% of the construction industry and generates approximately 300.000 direct and 900.000 indirect jobs commissioned by the Brazilian Government, the sector has 6.903 companies, with an annual turnover of more than 18 billion Reais (around € 5.7 billion) (Moraes, 2016). Monthly, more than 4 billion units of masonry and structural blocks are produced, including 1.3 billion of roofing ceramic tiles (Gonçalves, 2013). Also, Brazil is one of the major international players in the ceramic tile industry, occupying the second place in the world ranking of production and consumption, with exports to over 110 countries on all continents (Expo Revestir, 2016).

This research is aimed at examining the Marcheluzzo's off-line advertising budget focused on the Brazilian market in order to combine on-line advertising investment in a new expense budget plan for 2021. Therefore, the preceding information is vital to understand, analyze, and know more about the market's profile in Brazil.

4. Research Objective and Methodology

This research aims to analyze the Marcheluzzo's off-line advertising budget focused on the Brazilian market in order to combine on-line advertising investments in a new expense budget plan for 2021, concentrating only in the Brazilian market.

To accomplish a meaningful result for this project, it was necessary to follow these specific objectives:

- a) Using Marcheluzzo Company as a case study, analyze the efficacy of the actual advertising budget focused on the Brazilian market.
- b) Examine the importance of digital marketing strategies in a B2B (business-to-business) context within the Brazilian market.

To accomplish these specific objectives, secondary data applied to the literature review was used to understand and prove the importance of digital marketing strategies for the B2B industry (business-to-business) through the existent literature.

To measure the efficacy of the advertising budget and also examine the importance of the digital marketing strategies for B2B companies, a semi-structured interview was conducted with the Marcheluzzo's commercial Manager Valter Lain, who fully manages the marketing and commercial's department. Consequently, the one responsible for elaborating the company's advertising budget to all countries, in this research, has been considering only the budget for Brazil. The manager reported its knowledge, goals, issues, and experiences related to budget, marketing, and advertising. Furthermore, throughout the field observation and documentation collection, the company provided the last advertising budget developed for the Brazilian market, examples of gifts used in the trade shows, and other documents that were then analyzed and evaluated.

5. Research Design

Research began with a comprehensive analysis of the available literature on internal consultancy in marketing, budget advertising, and digital marketing. The literature was also examined to find gaps in the knowledge component and to generate research objectives or questions, research methods, and identify the sample population for the purpose of this study.

The research was conducted in two phases. The initial phase was carried out by way of a literature review. The purpose of this phase was to determine the context of this study and to justify the research. The literature review explored areas such as internal consultancy in marketing, advertising budget, digital marketing, and digital marketing strategies in a B2B (business to business) context.

The second phase of the investigation involved primary research, which was qualitative in nature. It involved a semi-structured interview, conducted face-to-face, with the company's commercial manager, who is responsible for the entire marketing and commercial department,

consequently responsible for the budget's management. The main aim of this interview was to elicit his opinion on the efficacy of the actual company's advertising budget in the Brazilian market. The sample is sufficiently representative for the purpose of this research, which enables this study. In addition, the field observation and documentation collection within the company aim to gather concrete information about the past and actual budget and give the researcher a comprehensive analysis of the marketing processes followed up by the organization.

6. The Research and Methods

The aim of this research is to analyze Marcheluzzo's off-line advertising budget focused on the Brazilian market in order to combine on-line advertising investments in a new expense budget plan for 2021, concentrating only on the Brazilian market. For an effective and efficient achievement of these goals, it was necessary to follow a structured plan, the details of which are as follows.

A mixed-method, qualitative research plan was applied, using the following structure: 1) Secondary data collection stated in the literature review for knowledge synthesis and fundamental the entire project; 2) semi-structured interview with the company's commercial and marketing manager in order to understand the gaps, problems and answer the questions 3) direct field observation and access to the organization's data and documents; 4) Finally, data analysis, findings discussion and conclusion.

The literature review was used to demonstrate, explain, and evaluate the current existent literature about the mains themes in this research. Thus, the areas explored were internal consultancy in marketing, advertising budget, digital marketing, and digital marketing strategies. Furthermore, through these reviews, one may compare and contrast the previous research in this area for knowledge synthesis. Further study beyond the literature was necessary to achieve the objectives of this research. This was undertaken in the form of qualitative research. Qualitative research is a broad term that covers a wide range of techniques and philosophies. In simple terms, a qualitative research method can be defined as an approach that allows the researcher to examine people's experiences in detail by using specific research methods such as in-depth interviews, semi-structured interviews, focus groups, observation, content analysis, life histories or biographies (Hennink et al. 2010). On the other hand, according to Greener and Martelli, (2015 p. 23) "A qualitative approach to research is likely to be associated with an inductive approach to generating theory, often using an interpretive model allowing the existence of multiple subjective perspectives and constructing knowledge rather than seeking to find it in reality."

The second phase of the investigation involved primary research, which was qualitative in nature. It involved a semi-structured interview, conducted face-to-face, with the company's

commercial manager, who is responsible for the entire marketing and commercial department, consequently responsible for the budget's elaboration and management. The main aim of this interview was to elicit his opinion on the efficacy of the actual company's advertising budget in the Brazilian market and his interest in investing in digital marketing. The sample is adequately representative for the purpose of this business research, which empowers this study. In addition, the field observation and documentation collection within the company aim to gather concrete information about the past budget and give the researcher a comprehensive analysis of the marketing processes inside of the organization.

6.1 The Interview

For this project, data was mainly collected by way of a semi-structured interview, field observation, and document collection. Interviews are a very useful and convenient form of conducting qualitative research because they yield data that is rich, accurate, and detailed (Bryman 2006). The use of interviews allows the researchers to explore and understand the views, attitudes, perceptions, values, and feelings of the interviewees and helps them to bring out their version of the situation (Bryman 2006) (Castro, 2015). Additionally, an added benefit is that the researcher can clarify the meaning of their version of the situation and, in many cases, can also prompt for more information that could be very valuable for the research (Wellington 2000). In this specific case, the data collected from the interview was argued, discussed, clarified, and validated. Generally, interviews are lengthy, and transcribing and analysis can be a very time-consuming procedure. Thus, it can be considered a weakness. In addition, some researchers argue that interviewees may under-report situations that might potentially put them in a bad light (Bryman 2006).

This project was used as a face-to-face, in-depth, semi-structured interview with the Marcheluzzo's commercial and marketing manager. A face-to-face approach was adopted to develop a rapport with the participant and to ensure no drawbacks while collecting data. The individual interview was used to ensure an in-depth understanding of the manager's professional point of view that would not have been possible in a different method (Bryman 2006). This project deeply relies on a business research approach, focusing on understanding the company's needs and priorities. Therefore, the main objective of the interview was to elicit the manager's opinions on the efficacy of the advertising budget in the Brazilian market and the interest in investing in digital marketing, the positives, and negatives of his experiences and his strategy performance and outcomes.

The semi-structured interview was done individually, in person, in the company, in July – 2019, after that, it was transcript in order to be analyzed. This transcript is restricted to use for the purpose of analysis by this project and was shared only with the company; the recording will not be used for any other purposes. The date and time of the interview were prearranged

according to the company's schedule, and the interviewee attended his interview on time. There were no cancellations, postponements, or rearrangements, and the interview was ahead as scheduled over one day in the company, 28th of July 2019.

The manager was informed about the process of storing and transcribing the interview. For the purpose of analyzing and transcribing the data collected during the course of the interview, the interviewee was asked for their permission to have the interview audio recorded through the use of a smartphone. The manager gave his permission to be recorded during his interview. After the interview was concluded, the audio data generated by the smartphone was transcribed by the researcher. The smartphone was tested before use. The researcher also took notes during the interview.

The interview questions were formulated to obtain the professional point of view and perspectives of the manager along with his experiences as was necessary to develop the research. The interview occurred organically, it happened as a conversation between a manager and his intern.

6.2 Field Observation and Collection of Documents

The field observation and the collection of documents inside of the company are two combined qualitative methods that communicate with each other in order to provide accurate information for this research project. Direct field observation is one of the various qualitative methods that market researchers and consultants, tend to use to better understand the business, company's issues, customers' needs and wants (Brown, 2020).

The use of those methods was used to observe the companies administrative process, as well as to collect important documents to substantially feed this research. As the researcher is an intern, contracted by the company for three months, he had the opportunity to directly observe the procedures and policies regarding the marketing department that could directly impact this research. Also, the documentation collected to support this study is fundamental to validate, proof, and confirm many information and discussions exposed along with the content of this project. Therefore, offering reliability to the study.

6.3 Data Analysis

As qualitative research produces complex data, it requires plenty of effort to read, re-read, comprehend, and reflect on the data throughout the process of analyzing to make sense on the whole (Wellington 2000). Data analysis in this empirical research included analyzing the semi-structured interview with the Marcheluzzo's manager through transcribing the audio recorded and evaluating them.

The data collection procedures and preparation require plenty of attention. It also includes the documentation and management of the interview transcripts. Thus, "transcript is a tool

that helps qualitative researchers make sense of and understand interviewees' experiences and perceptions" Mclellan, Macqueen, and Neidig (2003). Transcribing an interview should take into account the analytical contribution, including deeply analysis and interpretation of the data, therefore providing to the overall study reliability and accuracy.

The records were transcribed and analyzed by the researcher. A plan was created, between dialogue with the manager and intern, as well as, it was separated by themes, in order to provide a better visual of the data. After that, the data was analyzed and evaluated, mainly including notes and recognizing patterns, such as phrases and words correlated to the following themes.

Fig. 1. Data Analysis - Themes Explored

THEMES EXPLORED
<ul style="list-style-type: none">1) The history of the company and its correlation with the Brazilian market;2) The explanation of the company's advertising budget in Brazil;3) Overall company information related to the Brazilian market, such as, competitors, market share, main clients and target;4) The actual advertising strategy in Brazil;5) The ROI and Sales Revenues in Brazil;6) Digital Marketing Strategy.

Source: Elaborated by the author (2020).

Throughout the field observation, data was generated according to the researcher's analysis. Therefore, it was elaborated summaries from the author's notes. Further, those notes were put together with the interview transcripts and analyzed simultaneously. This tactic gave the opportunity to complement the interview's data, as well as confirming and proving what was exposed during the interview by the manager. Additionally, the documents provided by the company, complemented, proved and validated this research.

7. Findings and Discussions

This research aimed to analyze the Marcheluzzo's off-line advertising budget focused on the Brazilian market in order to combine on-line advertising investments in a new expense budget plan for 2021, concentrating only in the Brazilian market. To accomplish a significant result, it was necessary to answer two research questions:

a) Using Marcheluzzo Company as a case study, analyze the efficacy of the actual advertising budget focused on the Brazilian market.

To answer this question was necessary to build the budget based on the company's

data. As well as, the answer was based on the interview transcripts with the manager.

The efficacy of the actual adv. budget within the Brazilian market is not very accurate, the company does not have an analysis of ROI, in order to evaluate which activity has done well and which is not doing well.

However, the manager stated that the trade show investments are not generating sales. Therefore, the investments on it have been inefficient.

On the other hand, the company's visit tactic in Brazil has generated sales, even though the investments on the company's visits tend to be lower than in trade shows. Thus, the company's visit has been a good strategy in order to gather new contracts for Marcheluzzo.

Finally, the efficacy of the actual budget is undetermined. However, there are figures that can be changed, for example combining online investments to offline investments, as in that budget, there are investments only in offline marketing, which is not generating an expected sales amount to the company. Therefore, the possibilities to combine online adv. investments in a new proposed budget for Marcheluzzo, is possible.

b) Examine the importance of digital marketing strategies in a B2B (business-to-business) context within the Brazilian market.

This question supports the general objective in this research in order to demonstrate how important is the investments in digital marketing within the Brazilian marketing for the Marcheluzzo company. As seen in the literature review and through the proposed digital marketing strategy, there are a variety of aspects that illustrates the importance of digital marketing strategies for the business-to-business field in Brazil. As follows:

- a) Digital marketing can reach an uncalculatable amount of users
- b) Brazil allocates the highest investments in digital marketing in Latin America
- c) Companies can reach their target audience with a high level of accuracy through the digital tools
- d) The investments in digital marketing tend to be lower compared to off-line marketing, and the reach of users and/or leads could be higher
- e) To evaluate and measure the results is more accessible, mainly through digital analytics tools
- f) Brazil is one of the countries in the world with the greatest expressiveness in terms of the number of users in platforms such as Facebook, Instagram, and YouTube, and the average time spent per day on the internet reaches nine hours per day in Brazil. Also, more than 120 million inhabitants are connected to the internet

The information above was referenced and validated through the secondary data collection in this research, and it can be seen in the literature review and bibliography section. Therefore,

the digital marketing field has great importance within the Brazilian market; however, it is still growing and being established in the market. Thus, it is recommended that companies in the B2B sector invest in digital marketing focused on one or multiple objectives. However, it is still necessary to keep also investing in off-line marketing, and then the best option is to combine both investments in online and offline marketing.

In conclusion, the company shows a greater interest in investing in digital marketing. However, they do not have skilled workers to deploy and manage a digital marketing strategy. For this reason, it would be more efficient for the company to contract a third digital marketing agency in order to plan, develop, manage, and evaluate all the digital marketing tools.

Finally, the company is allocating greater investments in trade shows in Brazil. However, the results from that investments have not been measured, even though the manager stated, the trade show tactic is not generating expected leads. Therefore, the company has a great opportunity to invest in digital marketing, reorganize its budget and costs, and then combine online marketing and off-line marketing strategies.

8. Conclusion

Studies have tended to show only information about digital marketing concepts and the process of how to work through digital marketing, even though not aligned with other areas that are correlated to it in a practical business environment. As well as, there is a lack of empirical research in those areas, demonstrating the applicability of strategies and tactics in accordance with the topics cited above. Therefore, there is a need to research and build a more concrete theoretical framework about the topics cited above.

This project contributes to the existing knowledge concerning multidisciplinary areas of advertising budget, an internal consultancy in marketing, and digital marketing. Also, it demonstrates how possible it could be the deployment of a digital marketing strategy in a company, describing step-by-step. However, this project provides an opportunity for additional research in this sphere.

There are a few limitations in the research process, in the interview with the commercial and marketing manager, as well as through the field observation and data collection, the company did not provide all the required data to support this research, such as ROI, market share, costs, and other financial details. Therefore, there is a limitation in this domain. However, the project has been supported by a wide range of documents. Further, this research is valid and reliable for the company and readers.

8.1 Further Research

The review of the literature and the findings of the research presented a few interesting

aspects for further investigation.

The topics covered in the literature reviews are broad, and there is a possibility for further research, mainly if the issues were explored in detail. There is a wide range of definitions and aspects within the field of digital marketing, and it was not possible to cover all of them in this research. However, it is recognized that there is space for further research related to those definitions and aspects. In addition, as Marcheluzzo has a higher profit margin, mainly because of its product costs, it would be interesting to research and analyze the value of customer relationships versus marketing strategies.

The importance of digital marketing is also significant to further research, mainly because this field is on constant change, full of updates, and outdated information. Thus, it is important to keep researching and revisiting the subject on the importance of digital marketing and its challenges and benefits for the business sector. In conclusion, there is room for further research on digital marketing and the other topics covered along with the study.

8.2 Reflection of the Research

Through this study, it was possible to perceive how the company is behind on investments related to the digital marketing field. However, the company is fully equipped with cutting-edge technology and producing the most modern goods in its area correlating to the industry 4.0. Additionally, it was possible to answer the research questions underlined in this project, where it was seen that there is a potential opportunity for the company to invest in digital marketing, combining online marketing and off-line marketing strategies in order to enhance the company's visibility within the Brazilian market.

The argument cited above was proved and validated through the proposal digital marketing strategy and its prediction model, demonstrating a realistic outcome on the number of impressions correlated to the amount budget, resulting in a real increase of visibility for the company in a long-term period.

Throughout the budget's analysis, it was confirmed that the company was investing only in off-line marketing in Brazil, and thus not generating the expected amount of leads. This information was confirmed through the documents gathered in the company as well as through the interview with the manager, in which he highlights that the off-line strategies are not giving Marcheluzzo a satisfactory result, and for this reason, they are interested in investing in digital marketing strategies.

Additionally, the research provides information on the importance to invest on digital marketing nowadays, and how digital marketing has been being a trend in Brazil and worldwide, generating essential results for companies, then the secondary data stated in the literature review literally covered the importance of digital marketing, its definitions, and tools.

Finally, this project provides the company with a well-structured consultant project full of realistic and updated information that could guide Marcheluzzo to a new step in its life cycle, always focusing on improvements and enhance its performance. As well as, this project gave the student the possibility to put into practice all of the knowledge acquired through his classes. The researcher understands the challenges faced by Marcheluzzo and recommends to the company to invest in digital marketing, combining on-line marketing and off-line investments in order to better perform within the Brazilian market.

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